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Action Memorandum No. \_\_\_\_\_

Date \_\_\_\_\_

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support  
General Counsel  
Inspector General

SUBJECT : Selection Process of Nominees to Attend  
Senior Defense Colleges and Senior Schools

1. The Chairman, Training Selection Board will soon call for nominations for the 1966-67 sessions of the senior officer schools. Accordingly, I think it is appropriate at this time to repeat what I said in my memorandum of 12 August 1964 in which I enjoined all directorates and others selecting candidates for these schools to apply the highest standards for the selection and generally to assume that the individual selected is one who will advance to and perhaps through the supergrade ranks. Careful attention should be given to the type of representation that the individual will make and whether he will put the Agency in the best light both to the students and faculty of these schools. The assignment of the individual upon returning from the school should be indicated in forwarding your recommendation.

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2. I suggest that you instruct your heads of career services to plan the training and assignments that will enhance the representational qualifications of potential selectees as far in advance as possible. This preparatory work preferably should be done prior to the candidates' nomination to the Training Selection Board. Individuals selected by the Board should be assigned in Headquarters at least one year prior to attendance and should have been an Agency employee for a minimum of three years.

3. The members of the Training Selection Board are representatives of their Deputy Directors but I wish to emphasize that in a primary sense they are representatives of the Agency. Therefore, I would like to see them comport themselves as senior Agency officers and exercise judgment predicated on objective reasoning. There is no established quota to be filled by a single Directorate for any of the schools and no Directorate has a particular claim to sponsor nominees to a particular school. The best man will be selected for a school regardless of his Directorate affiliation.

Lyman B. Kirkpatrick  
Executive Director

cc: Chairman, Training Selection Board

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ExSec/TSB: [redacted] rtb (30 March 65)

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